

Comprehensive and Strategic Plans for Public Transportation: **Updating the Goals and Objectives**

The delivery of King County Metro's public transportation services is guided primarily by the Comprehensive Plan for Public Transportation (originally produced as part of the Long Range Planning Framework) and the Strategic Plan for Public Transportation (previously produced as the Six-Year Transit Development Plan). These two documents identify the foundation for Metro transit planning. As part of the 2008 update of both of these documents, the Transit Division is proposing to update the goals and objectives and clarify the relationship of the policies and strategies to the goals and objectives.

This paper provides:

- 1) **Proposed revised goals and objectives** for the Comprehensive Plan for Public Transportation. The revised goals align more clearly with Strategic Plan strategies and agency policies and the revised objectives are more measurable. Not all objectives needed revision.
- 2) **Discussion of the relationship of the revised goals and objectives**, with policies and strategies.

The Comprehensive Plan, adopted in 1993 and updated in 2007 identifies long-term goals, objectives and policies. The Strategic Plan sets forth near-term objectives and strategies for King County Metro services, including transit, paratransit, rideshare services, transportation demand management, and supporting facilities. It has been updated every six years and has served to update policies in the Comprehensive Plan for Public Transportation. In 2007, the Strategic Plan was renamed and changed to cover a ten year period.

Metro's goals, objectives, policies and strategies are based upon Metro's vision and mission for public transportation and fit within the larger framework of King County and the Department of Transportation.

Why Update the Framework

Over the next year, major updates are scheduled for both the Comprehensive Plan and the Strategic Plan. The upcoming updates provide an opportunity for Metro to ensure that:

- mid- and long-range goals, objectives, policies and strategies are up-to-date and aligned,
- goals and objectives are consistent with and complementary to the vision, mission and goals of the Transit Division, the Department of Transportation and King County.
- objectives are measurable

The update will also allow a chance for housekeeping changes to shift longer term goals and policies to the Comprehensive Plan and to focus the Strategic Plan on actions to implement transit service over the next 10 years. This housekeeping will also allow some organizational changes that will establish a clear hierarchical relationship between the goals, objectives and policies of the Comprehensive Plan and the objectives and strategies of the Strategic Plan.

This paper is a first step in the update process and is intended to review and update Metro's long-range transit goals and clarify the relationship of other strategic elements to the goals as well as revise objectives so that they are more measurable. Updates to policies and strategies will be discussed in more detail later in the overall update process and are not addressed in this paper.

Vision and Mission for Public Transportation

At the foundation of an agency's planning framework and goals are the vision and mission. A vision statement defines where an organization or agency wants to be in the future. A mission statement identifies what an organization does.

Long Range Planning Framework

A vision and mission for public transportation in King County was defined in the 1993 Long Range Planning Framework document², and it seems equally appropriate today:

Vision: *A locally-based, regionally-linked network of transit and rideshare services, fulfilling a broad range of community and regional needs.*

Mission:
To provide the best possible public transportation services that improve the quality of life for our total community³.

Adopted Transit Division Mission for 2007-2008

The King County Transit Division has also developed a short-term mission that remains consistent with the long range vision and mission defined above.

Mission: *To improve the quality of life for the citizens of King County by providing mobility in a way that protects the environment, helps to manage growth, and reduces traffic congestion.*

The King County Vision

The vision and mission for public transportation identified above are consistent with and promote both the County and the Department of Transportation vision statements.

Typical Strategic Framework Components

A strategic framework defines an agency's vision and plan of action to achieve that vision. It typically includes a mission and core values, establishes long and short range goals and objectives and identifies mechanisms for measuring performance.¹

Vision: A vision outlines what a company wants to be in the future. (Where do we want to go?)

Mission: A mission is a statement of fundamental purpose. It defines the customers, critical processes and the desired level of performance. (Why do we exist?)

Goal: Goals identify accomplishments needed to move toward the vision. Goals are broad and inclusive with a look at the big picture.

Objective: Objectives identify measurable accomplishments that support the completion of a goal.

Strategy: Strategies are the specific actions which need to happen to achieve objectives and progress toward goals.

Policy: A policy is a principle to guide decisions and achieve outcomes.

¹ TCRP Synthesis Report 59: Strategic Planning and Management in Transit Agencies, Transportation Research Board, Transit Cooperative Research Program, Washington D.C. 2005

² Metro; Long Range Policy Framework for Public Transportation; 1993; p. 1-1

³ Ibid, p. 2-1

King County's Executive Vision: *Leading the region in shaping a better tomorrow.*

The King County Department of Transportation (KCDOT) Vision: *The King County Department of Transportation will be known and recognized for its transportation innovations in sustaining a growing and vibrant economy and quality of life in the Puget Sound Region.*

Refreshing the Goals

The common theme throughout King County is the emphasis on a high quality of life, made possible through mobility provided by transportation services. With this in mind, planning staff reviewed the long-range goals and drafted updated goals to better reflect current issues and other King County defined goals. Proposed updates, identified in Table 1, reduce existing redundancies between goals, objectives and policies, and allow for a hierarchal relationship between them to be shown more effectively.

To reflect the spirit of the original goals, the revised goals were inspired by the themes identified in the Comprehensive Plan: Market Share, Mobility, Cost & Efficiency, Social, Economic & Environmental Benefits, and Financial Feasibility. We have tried to capture all of these elements in the proposed goals, and to add a new focus on providing high value to transit customers.

Table 1: Proposed Updated Goals

Updated Goals	Existing Goals (to be replaced by updated goals)
Expand Mobility and Access by making public transit a more attractive and competitive mobility option for more people and to more places throughout urbanized King County	1.1 Ensure the ability to move around the region – Provide reliable, convenient and safe public transportation services throughout the region for King County
Promote Healthy Communities by developing a public transportation system that supports managed growth; promotes healthy, economically vital and sustainable communities; and minimizes transportation energy use, harmful emissions and other adverse effects on the environment.	1.2 Support growth management goals, including preserving communities and open space, supporting communities' ability to develop in ways that preserve and enhance livability and limiting intrusion into rural areas 1.3 Improve region's economic vitality – increase access to jobs, education and other community resources 1.4 Preserve environmental quality – conserve land and energy resources and reduce air pollution
Be A Good Steward Of Public Resources by providing public transportation services in the most efficient manner possible.	1.5 Be a responsible regional partner – build partnerships with state and local jurisdictions, members of affected communities, employers, neighboring transit agencies and the regional transit authority to maximize the effectiveness and efficiency of transit services 1.6 Work with other jurisdictions to ensure that land use and transportation planning and implementation are coordinated
Be A Responsible Regional Partner in coordinating land use and transit investments, and in developing an integrated system of local and regional transportation services.	
Provide Excellent Value to Our Customers by providing the consistently high service quality within a comfortable and safe environment.	<i>No directly correlated existing goal</i>

Making Objectives Measurable

The proposed objectives in the Comprehensive Plan align with the proposed goals as identified in Table 3. An objective can promote more than one goal, but is associated with what is considered to be its primary goal. Objectives need to be measurable in order to assess how well we are meeting them. Some of the existing objectives are difficult to measure and the following table suggests changes to those objectives to make them more measurable. The table also identifies examples of potential measures; a more thorough discussion of performance measures will be provided in the Measuring and Monitoring paper scheduled for presentation in May.

Table 2: Potential Revisions to Existing Objectives that would be More Measurable

New Goals (proposed)	Objectives (proposed)	Examples of Potential Measures
Expand Mobility and Access by making public transit a more attractive and competitive mobility option for more people and to more places throughout urbanized King County.	Reduce average HOV travel time relative to SOV travel. by increasing HOV speed and reliability.	-Transit versus Auto Travel time in major corridors
	Improve transit access to jobs and other activities. <i>(No Change)</i>	- % of households/residents within walking distance of service - Service to centers
	Increase travel opportunities on public transportation by developing a range of integrated and complementary services and facilities. and making the system easier to use and understand.	-Service hours invested -Change in transit, Access and vanpool boardings -Boardings per capita on each service line
	<u>Increase transit speed and reliability by improving facilities and service performance.</u> <i>(New)</i>	-On-time performance/ % increase in on-time performance -Number of speed improvement implemented -Stop spacing
Promote Healthy Communities by developing a public transportation system that supports managed growth; promoted healthy, economically vital and sustainable communities; and minimizes transportation energy uses, harmful emission and other adverse effects on the environment.	Provide services and facilities that benefit all socio-economic groups.	-Transit Equity Study: Minority Census Tract (bus amenities and transit accessibility)
	Increase the portion of trips by people using transit and ridesharing within King County. Increase use of modes other than single-occupant vehicle.	- Mode split; - Transit trips per capita - Ridematch customers -Vanpools/vanshares in operation
	Encourage creation and enhancement of pedestrian, bicycle and HOV-supportive communities. <i>(No Change)</i>	-TOD projects completed -Bicycle lockers & bus racks -Pathways to bus stops
	Increase transportation options that use less energy, consume less land resources <u>support compact, efficient development</u> and produce fewer air pollutants <u>and greenhouse gases.</u>	-% of transit fleet that is electric, hybrid and biodiesel. -BTUs of non-renewable energy per platform hour -gallons of diesel/riders -GHG produced
	Reduce the average miles and hours traveled per day per person in single-occupant vehicles. <i>(No Change)</i>	-Annual VMT and passenger miles

Be A Good Steward Of Public Resources by providing public transportation services in the most efficient manner possible.	Provide the most efficient and effective services and facilities possible within available resources. <i>(No Change)</i>	-Rides per revenue hour -Passenger miles per revenue hour -Cost per boarding -Ridership
	Develop a system that is affordable to build, run and use with available funding. <i>(No Change)</i>	-Productivity -Cost per platform hour -OE/OR ratio
Be A Responsible Regional Partner in coordinating land use and transit investments, and in developing an integrated system of local and regional transportation services.	Provide improved HOV services that support local and regional comprehensive plans and policies consistent with the Growth Management Act. <i>(No Change)</i>	-Frequency and span of service to/from centers -Service within UGA vs. outside
	Identify <u>and pursue</u> new funding sources <u>including grants and</u> cooperation with public jurisdictions and the private sector.	-% funding from grants and partnerships
Provide Excellent Value to Our Customers by providing the consistently high service quality within a comfortable and safe environment.	<u>Increase ease of use and understanding of the transit system for customers.</u> <i>(New)</i>	-# of customer contacts -Awareness of Metro services
	<u>Ensure personal safety and security of customers in transit vehicles and facilities.</u> <i>(New)</i>	-Safety & security: Accidents per million vehicle miles / -Arrests and infractions on transit property/ coaches. -Transit police assigned; - Stations with security measures (i.e. cameras)
	<u>Increase customer satisfaction through improvements to their transit riding experience.</u> <i>(New)</i>	Customer satisfaction: % of riders satisfied with Metro.

Relationship between Goals, Objectives, Policies and Strategies

Policies in the Comprehensive Plan and strategies from the Strategic Plan will be tied to the objectives and goals they implement as demonstrated in Tables 3 and 4. Since policies and strategies often implement multiple objectives, the relationship is depicted in a matrix.

Summary and Next Steps

This paper proposes revised goals that better reflect current conditions and emerging issues while respecting the spirit of the original goals. The revised goals also provide the foundation for a clearer organizational framework that links to objectives, policies and strategies. Revised objectives are also proposed to be more measurable. A summary of proposed goals and objectives, and existing goals and objectives is provided in the Appendix.

Once the goals and objectives are established, the next step will be to review the policies and strategies. A review will likely suggest areas where changes or additions to policies and strategies are needed. This paper assumes there will be no change to the existing vision or mission statements related to public transportation services in King County.

Table 3: Goals, Objectives and Policies

Goals Objectives	Expand Mobility & Access				Promote Healthy Communities				Public Resources		Regional Partner		Excellent Value to Customers		
	Reduce HOV travel time	Improve transit access	Increase travel opportunities	Increase transit speed and reliability	Pedestrian-friendly environment	Increase transportation options that use less energy	Reduce mile and hours traveled	Benefit all socio-economic groups	Efficient and effective services	Affordable system	Improved HOV Services	New funding sources	Ease of use and understanding of transit system	Ensure personal safety and security	Increase customer satisfaction
<i>Policies</i>															
3.1.1: Growth Management					★						✓				
3.1.2: TDM						✓	★								
3.1.3: CTR	✓	✓	★			✓			✓						
3.1.4: Regional Transit Project												★			
3.1.5: Transit Oriented Development			★				✓				✓				
3.2.1: Service Concept			★												✓
3.2.2: Mobility		★	✓	✓				✓	✓						✓
3.2.3: Service Quality				✓											★
3.2.4: System Integration/Access		★		✓					✓				✓		
3.2.5: Environmental Protection					✓	★	✓								
3.2.6: Service/Facilities Dev.		★							✓						
3.2.7: Locally Developed Transit Services											★	✓			
3.2.8: Ballot Measures									✓						
3.3.1: Planning								★				★			
3.3.2: Role of Public in Planning								★				★			
3.3.3: Role of Local Jurisdictions								★				★			
3.3.4: Implementation								★				★			
3.4.1: Operating Subsidy Allocation										★					
3.4.2: TSM Capital Allocation										★					
3.4.3: OR/OE Ratios										★					
3.4.4: Multi-Year Financial Planning										★					
3.4.5: Partnerships										★		✓			

★ signifies the objective with which the policy is most aligned

✓ signifies secondary objective(s) met by the policy

Table 4: Goals, Objectives and Strategies

Goals Objectives	Expand Mobility & Access				Promote Healthy Communities				Public Resources		Regional Partner		Excellent Value to Customers		
	Reduce HOV travel time	Improve transit access	Increase travel opportunities	Increase transit speed and reliability	Pedestrian-friendly environment	Increase transportation options that use less energy	Reduce mile and hours traveled	Benefit all socio-economic groups	Efficient and effective services	Affordable system	Improved HOV Services	New funding sources	Ease of use and understanding of transit system	Ensure personal safety and security	Increase customer satisfaction
S-1: Service Consolidation									*						
S-2: Service Design	✓	✓											*		✓
S-3: Core Service Connections		*			✓										
S-4: Transit Improvements/Land Use					*	✓					✓				
S-5: Bus Rapid Transit	✓	✓	*				✓						✓		✓
S-6: Transit Access in RDAs		*			✓										
S-7: Community Mobility		✓	*					✓						✓	✓
S-8: Specialized Transportation Services			*					✓							
S-9: Partnerships												*			
S-10: Streetcar System		✓									*				
S-11: Regional System Coordination			*												
S-12: Student Mobility			*												
S-13: Special Events			*									✓			
S-14: Activity Center Mobility			*				✓								
S-15: Vanpooling & Ridesharing Services			*												
C-1: Maintain, Replace, Upgrade									*						
C-2: Passenger Facilities													✓	✓	*
C-3: Speed, Reliability, & Safety	✓			✓			✓		✓				✓		*
C-4: Park and Ride Facilities		*	✓												
C-5: Replacement/Exp. Of Fleet									*						
C-6: Operating Base Exp.									*						
C-7: Terminals & Layovers									*						
C-8: Transit Oriented Development							*				✓				
F-1: Operating Revenue										*					
F-2: Grants										✓		*			
F-3: Financial Partnerships										✓		*			
F-4: Financial Management										*					
M-1: Measuring Plan Progress															*
M-2: Customer Satisfaction															*
M-3: Service Performance Evaluation	✓			✓					✓						*
IM-1 Transit Now Program		✓	✓					✓	*		✓				✓
IM-2: Service Implementation Phasing									*						
IM-3: Service Resource Allocation									*						
IM-4: Subarea and Community-Based Planning											*				

* signifies the objective with which the strategy is most aligned; ✓ signifies secondary objective(s) met by the strategy

Appendix: Summary of Proposed and Existing Goals and Objectives

Proposed Goals and Objectives of the Comprehensive Plan for Public Transportation

Not all objectives have been modified

New Goals	Proposed Objectives
Expand Mobility and Access by making public transit a more attractive and competitive mobility option for more people and to more places throughout urbanized King County	Reduce average HOV travel time relative to SOV travel.
	Improve transit access to jobs and other activities.
	Increase travel opportunities on public transportation by developing a range of integrated and complementary services and facilities.
	Increase transit speed and reliability by improving facilities and service performance.
Promote Healthy Communities by developing a public transportation system that supports managed growth; promotes healthy, economically vital and sustainable communities; and minimizes transportation energy use, harmful emissions and other adverse effects on the environment.	Provide services and facilities that benefit all socio-economic groups.
	Increase use of modes other than single-occupant vehicle.
	Encourage creation and enhancement of pedestrian, bicycle and HOV-supportive communities.
	Increase transportation options that use less energy, consume less land resources and produce fewer air pollutants and greenhouse gases.
	Reduce the average miles and hours traveled per day per person in single-occupant vehicles.
Be A Good Steward Of Public Resources by providing public transportation services in the most efficient manner possible.	Provide the most efficient and effective services and facilities possible within available resources.
	Develop a system that is affordable to build, run and use with available funding.
Be A Responsible Regional Partner in coordinating land use and transit investments, and in developing an integrated system of local and regional transportation services.	Provide improved HOV services that support local and regional comprehensive plans and policies consistent with the Growth Management Act
	Identify and pursue new funding sources including grants and cooperation with public jurisdictions and the private sector.
Provide Excellent Value to Our Customers by providing the consistently high service quality within a comfortable and safe environment.	Increase ease of use and understanding of the transit system for customers. <i>(New)</i>
	Ensure personal safety and security of customers in transit vehicles and facilities. <i>(New)</i>
	Increase customer satisfaction through improvements to their transit riding experience. <i>(New)</i>

Existing Goals and Objectives of the Comprehensive Plan for Public Transportation

Existing Goals	Existing Objectives
1.1 Ensure the ability to move around the region – Provide reliable, convenient and safe public transportation services throughout the region for King County	Reduce average HOV travel time relative to SOV travel by increasing HOV speed and reliability.
	Improve transit access to jobs and other activities
	Increase travel opportunities on public transportation by developing a range of integrated and complementary services and facilities, and making the system easier to use and understand.
1.2 Support growth management goals, including preserving communities and open space, supporting communities' ability to develop in ways that preserve and enhance livability and limiting intrusion into rural areas 1.3 Improve region's economic vitality – increase access to jobs, education and other community resources 1.4 Preserve environmental quality – conserve land and energy resources and reduce air pollution	Increase the portion of trips by people using transit and ridesharing within King County
	Encourage creation and enhancement of pedestrian-friendly and HOV-supportive communities.
	Increase transportation options that use less energy, consume less land resources and produce fewer air pollutants.
	Reduce the average miles and hours traveled per day per person in single-occupant vehicles.
	Provide improved HOV services that support local and regional comprehensive plans and policies consistent with the Growth Management Act.
1.5 Be a responsible regional partner – build partnerships with state and local jurisdictions, members of affected communities, employers, neighboring transit agencies and the regional transit authority to maximize the effectiveness and efficiency of transit services 1.6 Work with other jurisdictions to ensure that land use and transportation planning and implementation are coordinated	Provide the most efficient and effective services and facilities possible within available resources.
	Develop a system that is affordable to build, run and use with available funding
	Identify new funding sources through cooperation with public jurisdictions and the private sector.
	Provide services and facilities that benefit all socio-economic groups